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Selected  
Writings

- / "Land of Dreams," publication forthcoming.
- / "Learning from Kofi Annan," Urban Land. July 2008.
- / "Landscapes as Complex Adaptive Systems," Harvard Design Magazine. Fall 2007/Winter 2008.
- / "Emerging Territory," Topos. December 2003.
- / "So Many Causes, So Little Room," The Washington Post. June 23, 1991.

## Land of Dreams

As a new Obama Administration trumpets hope, post-racial politics, and an end to the neglect of America's infrastructure and environment, one place is barely humming to the music.

Some three and a half years after Hurricane Katrina devastated much of New Orleans, the city remains depopulated, deprived of adequate schools and hospitals (among many other basic services), plagued by violent crime, and stuck even deeper in the inequality and poverty that the Katrina relief debacle so graphically revealed.

None of this is news, as the national media's non-coverage of New Orleans sadly attests. What does still surprise is the city's own, persistent rejection of an audacity of hope in favor of a mendacity of despair. In this land of dreams, who dares to dream of tomorrow's New Orleans?

Through history, and especially U.S. history, urban disasters have sparked fast, imaginative economic and physical rebuilding, including landmark public works that have turned regional boomtowns into world cities (think Chicago post-fire, San Francisco post-earthquake). Perhaps taking its own world fame for granted despite the long slide in both its economy and quality of life, New Orleans post-Katrina has rejected a wealth of such big-picture thinking, both donated and paid-for: environmental analysis, urban planning, architectural innovation, economic mapping. Its current rebuilding approach is stubbornly local, incremental, and fragmented. Worse, it reeks of cynical racial politics, including such myths as "greendotting"—a supposed conspiracy to devalue minority and /low-income properties by marking them for future open space, much as the very real practice of redlining once marked no-lending zones.

Local micro-planners may see themselves as Jane Jacobs defying the bulldozers of a new Robert Moses, but the parallel is flawed. Jacobs defended vital, teeming city neighborhoods like New York's Greenwich Village against destruction by freeways and scorched-earth public housing. New Orleans politicians are defending lifeless, vulnerable shells, while opposing the choice of dense, mixed use, mixed income neighborhoods on safer ground within the city, including new parks to enhance real estate values and mitigate tomorrow's wind and water impacts.

The little plans are politically safe, at least for now. Big plans, to be sure, raise more questions, add more risk, involve more upheaval, and offer no guarantee of success. Planner Pierre L'Enfant was famously fired for tearing down a house in the path of one of his new Washington, D.C. avenues, and 100 years later citizens protested the massive tree-cutting, landfill and flood control operations that created today's Mall and Lincoln and Jefferson Memorial sites. In the 1850's few New Yorkers imagined that a rocky wasteland of slaughterhouses and squatter huts could become the apparently "natural" Central Park, much less the rate of return on today's Fifth Avenue apartments. (In more recent times the economics of Atlanta's Centennial Olympic Park were an easier sell, creating prime office building sites out of car repair shops and parking lots.) And then there is Baron Haussman's Paris, a project that began with a rolling disaster of overcrowding, disease, and political upheaval, displaced thousands of people, destroyed historic neighborhoods, and created a city so beautiful that it still outdraws all the Disney properties combined and could probably survive on tourism alone.

This leaves out the ultimate disaster-prone tourist city. Venice has been predicting its own watery death for hundreds of years now, and its decay, last-minute salvation, gorgeous rebuilding, and further collapse are all part of its hothouse appeal. It is the semi-habitable museum New Orleans could become.

Or, with some vision and guts, New Orleans could become its own kind of Paris, unshakably charming but also inhabited, rich, and reasonably safe. (The food would taste as good, the music sound better, and the waterways, wetlands and parks far outclass the Bois de Boulogne.) It would truly be a place where people come to party and stay to live, patching up the city's great past, but also continuing its role in inventing America's future— hopeful, post-racial, environmentally sane.

What's missing now is the leadership to shape a whole city, to present residents rich and poor with visionary choices that look beyond the next street corner or the next levee. Whatever the virtues of the Corps of Engineers, their job is to control our waterways, not dream our dreams. In hoping only to block the next storm surge, we are a long way from the dreams of a Thomas Jefferson, who understood both the value of Louisiana and the importance of New Orleans as the key to a continent. We lag far behind the genius of a Louis Armstrong, creating a new world art form from sweat and a battered trumpet. And we forget even the dynamism of a Huey Long or a Moon Landrieu, who assumed building boldly was the people's right.

Not every city requires a planning czar—a Haussman or Robert Moses. But a damaged, demoralized city does need positive leadership, not a campaign to discredit every long-range vision as a conspiracy theory. "Entrusting" neighborhood planning to a few remaining, struggling homeowners is only slightly less cynical than turning the management of a ruined hospital over to the patients.

A community organizer named Barack Obama clearly understands that localism and micro-consensus can only do so much on the face of an infrastructure crisis like the one in New Orleans. It's time for comparable leaders at the city and regional level to step forward, to dust off a few of the better big scale proposals, and apply a little Louisiana-style audacity.

Can big dreams still succeed at this late date?

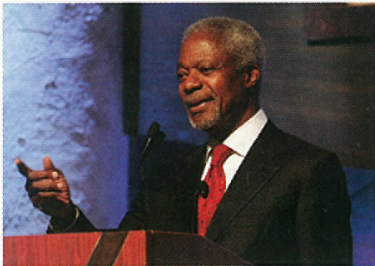
Yes. They can.

# BACKPAGE

JOE BROWN

## Learning from Kofi Annan

Talking with the former United Nations Secretary General about global fragility, green leadership—and being on the road in a convertible Nash Rambler.



### Seven Threats to World Security (according to Kofi Annan)

1. Nuclear weapons and related nuclear materials.
2. Terrorism (within a single state or across state boundaries).
3. Failed states/internal collapse.
4. Intercontinental disease.
5. Interstate unilateral, bilateral, or multilateral war.
6. Crime (organized, multistate, nation).
7. Climate change.

According to Annan, the following issues will dramatically affect Americans if they continue without a strategic response:

- ▷ More than 50 percent of the world's population will soon live on less than \$3 per day in an underground economy.
- ▷ More than 50 percent of the world lives in coastal zones that are subject to inundation if current climate trends continue.

JOE BROWN is CEO of EDAW, a San Francisco, California-based architecture and environment consulting company.

BACK LAST OCTOBER, NOBEL LAUREATE and former United Nations Secretary General Kofi Annan spoke at the Urban Land Institute (ULI) fall meeting at the Venetian Hotel in Las Vegas. A controversial figure who has often been at odds with U.S. government leadership, the Ghana-born Annan engaged in an informal chat with ULI's executive committee—of which I am a member—prior to delivering his remarks to the meeting's attendees.

As UN Secretary General, Annan personally has seen the impacts of environmental and economic disharmony. He has had firsthand experience with the issues that underpin not only the making of communities, but also international security, diplomacy, defense, and development.

Throughout the afternoon, Annan reiterated the responsibility of community makers to address environmental challenges, undertake initiatives to promote greater environmental responsibility, protect human rights, and encourage the development and transfer of sustainable technologies. He spoke of world leaders whom he respects as visionaries, citing Angela Merkel, chancellor of Germany; Gordon Brown, prime minister of the United Kingdom; and a handful of African and Asian leaders. When asked about his political heroes, Annan quickly responded, “Nelson Mandela.”

When asked to define the UN's concept of sustainability, he spoke of Mohandas Gandhi. “When Gandhi was asked how to make India as prosperous as the United Kingdom, [he] paused and said: ‘It is important to remember that [at one point] the U.K. consumed half of the resources in half of the countries on the planet. If we employ the same model, imagine how many planets it would take to make India as prosperous in the same manner.’”

Annan spoke of the need for strong ties and cooperation between the United States and the UN: “[That] alliance was at the core

of the UN's formation, and will be into the future. There are always random proposals to move the UN to the United Kingdom and a suburb outside London,” said Annan, “but the UN belongs in New York. The United States and the UN have their differences. But they have a symbiotic relationship: like an old married couple, they close one eye and close one ear and they get along fine. Imagine how different the world would be today if the United States had been a little more patient, and allowed the United Nations to do its job in Iraq. Imagine again.”

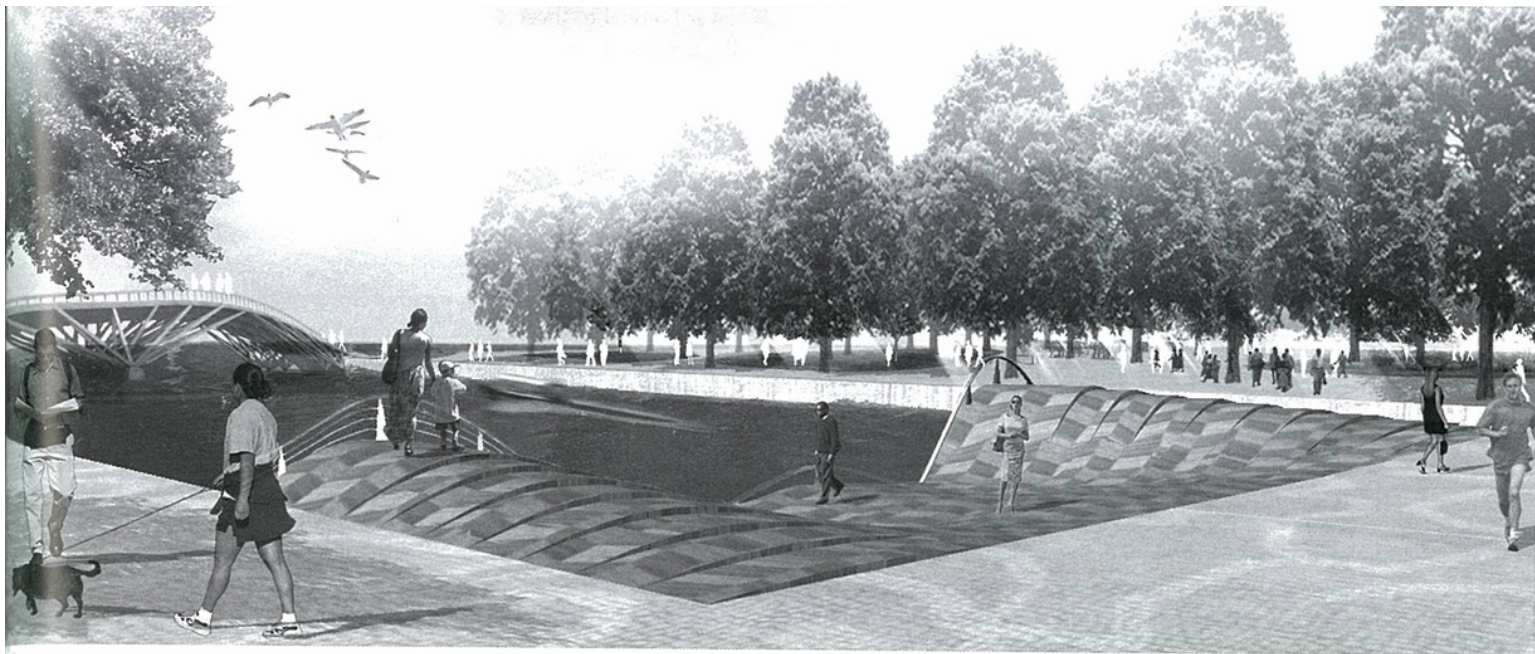
When asked to name the most positive thread emerging in the world today, Annan remarked that the universal concern about environmental sustainability and related climate change is bringing hearts and minds together across continents, in ways never before experienced with other security and economic realities.

Later, during his address, Annan shared a story about a trip he made to the United States 40 years ago. “American Motors sponsored a group of international studies students from Africa. They gave us a little Nash Rambler, and we drove on many roads all around the land,” Annan recounted. “Americans are the most generous and gracious people in the world. They opened up their houses to us, and we broke bread with families from New York to California.”

Annan ended his remarks by saying: “We're all in the same boat as nations and people.”

I am not sure we are quite in the same boat, yet. But I believe Annan would agree that we are at least all in the same river trying to get into the same boat. That river can be threatening at times, and unifying at others. That is the prevailing idea I took away from Annan's remarks last fall. I commend ULI for giving this powerful speaker a forum.

Whatever our individual political convictions may be, Annan's perspective is a compelling and important one to bear in mind as we continue to reshape the land and communities in developed and emerging countries across the globe. Annan's view is that a sustainable future will be marked by peace among nations. Let us hope he is right. **UL**



## Landscapes as Complex Adaptive Systems

VITAL NEW TERRITORIES FOR DESIGN AND PLANNING *by* JOE BROWN

The era of thinking about bridges, buildings, pipes, parks, streetscapes, or restored river courses as separate things is decisively over. Like any bounded site, the earth and its systems is what is known in complexity science as a *complex adaptive system* comprised of many interconnected elements and having the ability to change and grow. Any design practice that wishes to involve itself in this forward-moving system—and perhaps more importantly to create change within it—must now be similarly complex and adaptive. There’s no going back.

The sustainable city and landscape will emerge from a groundswell of landscape urbanism-inspired design, fused and cohesive, integrative, and adaptive because continuously growing and learning. Astonishingly, economic thinking is getting in synch with environmental reality. People like Amory Lovins and Bill Browning, his former colleague of Rocky Mountain Institute, an environmental think tank, have been influencing large companies with the argument that sustainability makes good economic sense. “From materials and construction to lighting, heating, and cooling, the building industry accounts for roughly 40% of all the energy used in the United States. High-performance buildings and communities . . . are less expensive to build (or retrofit), more profitable to operate, easier to lease, and healthier and more comfortable to occupy—plus, they boost worker productivity.”<sup>1</sup>

When this is applied to community and landscape creation, it can represent a huge step forward in the evolution of our stewardship of place. The planning and design professions would be wise to embrace this convergence and use it to propel their practices forward.

To truly address contemporary urbanism and sustainability, design leaders are reinventing the very sensibility from which idea-making emerges. Prior categories and labels are becoming outmoded—boutique firms are becoming more national, corporate, and global, while international, corporate firms are becoming more local, with small studios inside them. This has been recently most true of architecture and engineering firms—think of OMA and Rem Koolhaas, or Parsons Brinckerhoff and PB PlaceMaking<sup>2</sup>—but landscape architecture is beginning to follow the same model. My firm, EDAW, provides a clear example: The client’s portal to services may appear to be an individual or a boutique, but behind that is a breadth of corporate services and skills. Conversely, the client may approach EDAW knowing that it is a big, diverse, international firm but thereby gain access, within its overarching structure, to specific individuals’ or studios’ tight-knit creative processes, concentrated production, and ability to show up anywhere in the world.

This large/small integration is apparent not only in the structure of firms themselves but also in their services and where they’re delivered. As clients go global, the professions

Adrian Geuze, West 8, Toronto’s Central Waterfront Proposal, head of slip, rendering, 2007. Courtesy, West 8

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that serve them must adapt. Firms like SOM, HOK, or EDAW, with offices on several continents, aren't truly American any more than they are European, Australian, or Chinese. The continuum is *local-global-local*: Ideas are learned and transported globally, find local expression, and cross language and cultural barriers. In landscape architecture, EDAW is experimenting with this approach, neither paralyzed by local tradition nor over-motivated by exotic inventiveness. *Parc Diagonal Mar* in Barcelona, Spain, for example features planters suspended from the ironwork that are ornamented with a contemporary interpretation of Antoni Gaudí's famous tiles. At *Piccadilly Gardens* in Manchester, England, Japanese architect Tadao Ando contributed a striking concrete wall illuminated from below by lights under the pavement, while an elliptical water feature provides an unusual contrast to the traditional facades flanking the park.

A more recent example may be found at *Tokyo Midtown*, the new mixed-used development in Japan for which EDAW designed a ten-acre public park. The landscape there is neither stereotypically Japanese nor stereotypically Western—instead, the designers approached *wa*, or Japaneseness, through a non-Japanese lens. The entire landscape is meant to invite active use, a definite departure from the contemplative gardens more often associated with Japan. However, *wa* elements—such as the paving, which derives from the patterns of tatami mats but also reflects the strong lines of the site's architecture—provide vivid cues to local context. In addition, while individual landscape moments are not designed as static tableaux, the design does reflect the traditionally Japanese treatment of landscape as a series of narratives, with zones that play on the site's topography and natural features.

**PRIOR CATEGORIES AND LABELS ARE BECOMING OUTMODED — BOUTIQUE FIRMS ARE BECOMING MORE NATIONAL, CORPORATE, AND GLOBAL, WHILE INTERNATIONAL, CORPORATE FIRMS ARE BECOMING MORE LOCAL, WITH SMALL STUDIOS INSIDE THEM. THIS HAS BEEN RECENTLY MOST TRUE OF ARCHITECTURE AND ENGINEERING FIRMS — THINK OF OMA AND REM KOOLHAAS, OR PARSONS BRINCKERHOFF AND PB PLACEMAKING — BUT LANDSCAPE ARCHITECTURE IS BEGINNING TO FOLLOW THE SAME MODEL.**

In parallel with the world it is attempting to affect, landscape architecture is beginning to operate as a complex adaptive system driven by expansive learning and feedback generated from that learning. It is an increasingly visible part of changes taking place in the world's major cities. All the old pigeonholes are disappearing. Landscape architecture is beginning to be written up in newspaper business pages. Some large professional services firms that include landscape architecture, like URS and AECOM, are experimenting with such radical moves as initial public stock offerings, giving rise to rewards for practitioners equal to the value the profession creates in the environment it shapes, economic

rewards equal to those associated with major professions like law, medicine, and business.

Engineering is being rediscovered by designers as a leading and critical component in the achievement of sustainability. Urban landscape is becoming infused with inspired engineering systems design in a rare kind of synergy, creating connections and networks that never existed before and from which vast possibility is generated. Consider Dongtan, Ove Arup + Partners' integrated plan and design for a sustainable city in China, in which urban design, planning, sustainable energy management, waste management, renewable energy process implementation, economic and business planning, sustainable building design, architecture, infrastructure, and even the planning of communities and social structures are intertwined. Or Trinity River in Dallas, where the city is pairing urban redevelopment with a rethinking of the levy system (a civic project akin to the scale of Boston's Big Dig). And we can always think of the plan that never was for New Orleans.

This is the crux of landscape urbanism, in which landscape is viewed as part of infrastructure of all kinds, but especially green infrastructure. Landscape urbanism goes beyond adding recreational or aesthetic value, contributing also to environmental health, human health, cultural expression, and economic worth. Some engineering firms, like Ecological Engineering (in Melbourne, Sydney, and Brisbane) or The Bioengineering Group, Inc. (with offices in four U.S. cities), are departing from the "concrete and drain" approach, where engineered solutions are conceived of as independent from the natural world. Instead, in partnership with landscape architects, engineers are thinking about how to work

from a "greenprint" (rather than a blueprint) to intervene in site ecology with a much lighter touch.

Landscape architects have the potential to be the most compelling voices in this conversation. In collaboration with engineers and environmental scientists, they can offer a richer, more differentiated landscape urbanism than has been seen before, one that responds to human need while serving as, say, part of habitat preservation or a storm-water management system. Our discipline is at the nexus of the many voices and perspectives that create a rounded picture of sustainable place-making.

John Henry Holland, a complex system and nonlinear



science researcher whose insights into “genetic algorithms” have been extrapolated into fields from cosmology to economics, defines a complex adaptive system as a dynamic network of many agents (e.g., cells, species, individuals, firms, nations) constantly acting and reacting to what the other agents are doing.<sup>3</sup> In this thinking, water may be considered an emergent property of hydrogen and oxygen atoms. More to the point, consciousness—the mind and even ideas—may be considered an emergent property of the action of neurons. The push and pull is part of the “neural net” that makes a fully functioning mind.

Holland’s adaptive system comes close to defining landscape architecture as a practice, an entity, and a set of ideas and principles. In regenerating an urban site or restoring an environment, individual agents (designers, offices, firms, or families groups of firms working in concert) are thinking and acting in the context of the larger complex adaptive system in which they operate: the built, natural, and social environments. Atelier Dreiseitl and their work on *Potsdamer Platz* in Berlin is another well-known example, fusing building and landscape beautifully while reusing water.

Much of landscape architecture is now bold and iconoclastic. Consider, for instance, the work of James Corner of Field Operations, Walter Hood of Hood Design in Oakland, Steve Hanson of EDAW, Chris Reed of StoSS landscape urbanism in Boston, Marcel Wilson of Hargreaves Associates, and Adriaan Geuze of West 8 in Rotterdam, among others. To be potent in the academic, professional, local, or global communities in which we work, we must be vocal. But we must also be silent, absorbing what people are telling us. This is part of adaptability: the ability to be self-critical, and to listen without fear. It implies not only our assimilation of new ideas but also our acceptance of the interaction of those ideas with our deeply held assumptions. If catalysis occurs, new feedback loops are created, and these loops are the fuel on which the complex adaptive system of planning design runs.

By their nature, complex adaptive systems are not static. They continue to grow, deepen, and become ever more complex. At times the process requires more than just inter-

*Left: Trinity River Vision Authority, Trinity River Bypass Channel, before, Fort Worth, Texas, 2003.* Copyright, Trinity River Vision Authority

*Right: Trinity River Vision Authority, Trinity River Bypass Channel rendering, after, Fort Worth, Texas, 2003.* Copyright, Trinity River Vision Authority

nal and external interaction. On the most fundamental level, it also requires *cooperation* with other systems, both larger and smaller. Within overarching systems, planners, designers, and their firms carry out independent operations that are still interconnected and cooperating with the greater context. The number and variety of individual interactions is increased, making the emergent properties—and the change we generate in the world—farther-reaching than ever before.

For at least a decade landscape urbanism, sustainability, and social and environmental justice have pointed the way forward for the land-based professions. Individually and in concert, they comprise a means of comprehending and addressing the increasing complexity and mutability of environment and community. As John Henry Holland discovered, the overall behavior of the system is the result of competition and cooperation between many individual agents, each of whose decisions is driven by prediction and feedback.<sup>4</sup>

As planners and designers, we’d better be elbow-deep in the decision-making process; it is our responsibility to make sure those decisions support the complex adaptive system as a whole. This is the thinking, the calling, the ambition that is shaping meaning within an ever more global and diverse landscape practice and beyond, in related professions’ growing and adapting practices, disciplines, and companies. □

#### NOTES

1. See <<http://www/rmi.org/sitepages/pid75.php>>.
2. See <<http://www.pbworld.com/pbplacemaking/>>.
3. M. Mitchell Waldrop, *Complexity: The Emerging Science at the Edge of Order and Chaos* (New York: Simon & Schuster, 1992), 145.
4. *Ibid.*, 177–185.

## *Neue Territorien*

### Emerging Territory

Recently, I have opened several presentations and speeches with three sets of images that depict sites once ravaged by conflict, degradation, and abandonment. When juxtaposed with images of their present states, these sites illustrate the worth of land-based professions – and the vast potential that can be tapped when these professions work collaboratively. This is a position that addresses virtually all levels of communities and their environments. It is a vision that has informed the strategy at EDAW, a firm that is rooted in the fusion of all land-based professions.

I often speak of a "first-tier" profession, by which I mean one that is preeminent throughout the world. Architecture and engineering are prime examples; landscape architecture, however, has not historically achieved this recognition. To do so will mean emerging as the profession of land and community. At its core, our work is about remaking and reintegrating both of these things – literally designing and building environments and communities, fusing history and culture with biology and spatial experience. This is the vision held by many of landscape architecture's leaders, and a goal we all should have for our vocation.

In the history of landscape professions, periods of broad-based leadership have centered on inspiring projects; promoting education, studies, and initiatives; engaging with related professions; and providing a sense of role and history. Unfortunately, these episodes of progress were punctuated by the equivalent of fratricide among the competing centers of our profession. By segregating practice areas, pessimism and panic had room to grow. The result, apparent today, is that our profession's multiple disciplines often work



In jüngster Zeit begann ich einige Vorträge mit drei Bildserien von Gebieten, die durch Konflikte, Abnutzung und Brachfallen beeinträchtigt wurden. Der Vergleich dieser Bilder mit dem jetzigen Zustand macht die Fähigkeiten der Berufe deutlich, die sich mit der Landschaft auseinandersetzen – und das große Potenzial, das bei der Zusammenarbeit dieser unterschiedlichen Arbeitsbereiche entsteht. Dies betrifft alle Planungshierarchien. Somit war es die Strategie unserer Firma EDAW, alle landschaftsbezogenen Professionen unter einem Dach zu fassen.

Ich spreche oft von einer Profession »ersten Ranges«, die auf der ganzen Welt als bedeutend wahrgenommen wird. Architektur und Ingenieurwesen sind gute Beispiele dafür; die Landschaftsarchitektur dagegen hat sich diese Anerkennung noch nicht verdient. Um das zu errei-

Joe Brown

**Weltweit planen und gestalten sowie gutes Geld damit verdienen – Ansichten eines Global Players der Landschaftsarchitektur.**

**Planning and designing globally and earning good money by doing so – views of a global player in landscape architecture.**



chen, muss sie als Profession für die Landschaft und die Stadt auftreten. In seinem Kern verbindet unser Beruf beides – Landschaften gestalten und Städte bauen sowie Geschichte und Kultur mit Biologie und räumlicher Erfahrung in Einklang bringen. Diese Vision verfolgen viele große Landschaftsarchitekten und wir sollten sie als Credo unseres Berufes verstehen.

In der Geschichte der Landschaftsarchitektur gab es immer wieder Perioden, in denen die Profession anerkannt war und hervorragende Projekte zuwege brachte; Ausbildung, Studien und Initiativen wurden gefördert, die Verbindung zu verwandten Berufen hergestellt und der Sinn für Funktion und Geschichte geschärft. Leider wurden diese Zeiten des Fortschritts durch das fast als Brudermord zu bezeichnende Verhalten unserer konkurrierenden Berufsbereiche unterbrochen. Durch die Isolierung einzelner Sparten entstanden Zwischenräume, in denen Pessimismus und Panik gedeihen konnten. Als Resultat arbeiten heute die Disziplinen unseres Berufs häufig gegeneinander, anstatt die Unterschiede als bereichernd und gegenseitig fördernd wahrzunehmen.

Unsere planerischen Berufe haben gemeinsame Kernziele und sollten, zumindest theoretisch, zusammenwachsen und auf Firmenpartnerschaften hinarbeiten. Zuerst muss unsere Profession das Modell und Märchen der »Exklusivität« vergessen, das international mehr den Eindruck von Heimarbeit für unsere Profession provoziert. Dieser Eindruck wird verstärkt durch den pyramidalen Aufbau vieler Firmen, wo das Ganze als Plattform für einen Einzelnen an der Spitze dient (etwa George Hargreaves oder Michael van Valkenburgh). Dazu gibt es eine Alternative. Dennoch arbeiten die landschaftsbezogenen Berufe Jahr für Jahr gegen Kooperationen, indem sie immer mehr einzelne kleine Firmen gründen. Ein wesentlich wägbares Geschäftsmodell positioniert die Firma als Plattform für die Mitarbeiter und bietet den Angestellten Aufstiegschancen in die Führungsebene. Das erfordert allerdings, dass sich einzelne Persönlichkeiten der kollegialen Zusammenarbeit unterordnen. In einer zunehmend global denkenden Gesellschaft, die weniger auf einzelne, kraftvolle Führungspersönlichkeiten blickt, müssen wir alle Lasten und Risiken einer Führungsrolle akzeptieren. Natürlich bringt das weniger Jobs für bloße Mitläufer.

Außerdem müssen die Landschaftsberufe endlich mit dem Märchen aufräumen, dass Firmen mit guten Ideen kein Geld machen können. Da Designer danach streben, das Beste für ihre Auftraggeber zu schaffen, ist die Annahme, wir sollten uns allein damit begnügen, stolz auf unsere Leistun-

against each other, rather than marshalling their diversity to adapt and prosper.

Our professions have core goals in common, and should, in theory, gravitate naturally toward partnerships among firms. First, however, our industry must shake the "boutique"-only myth and model, which provokes an international view of the profession as a cottage industry. This view is supported by the pyramidal format of many firms, where the whole is a platform for the individual (for instance George Hargreaves and Michael van Valkenburgh). There is an alternative. Yet each year land-based professions go against the cooperative grain by increasing the number of small firms. A more scaleable business model positions the firm as the foundation for its people, allowing employees to become leaders, but requiring that egos be channeled into collegial collaboration. As an increasingly global society looks less to single, powerful leaders, we must all accept some of the burden and risk of leadership. The corollary, of course, is fewer jobs for followers.

Second, the landscape professions need to move beyond the myth that firms with the best ideas cannot make money. While designers strive to create good value for clients and communities, the notion that we should walk away with only pride of accomplishment to show for our efforts is inane. The Helmut Jahns, Norman Fosters and Michael Graveses of the world are great innovators, great designers – and very rich.

Third, this envisioned model for the future of the landscape professions is embedded in my own firm's global strategy. Through the work that we do, EDAW strives to improve the reputations of both the firm and land-based professions as a

In Asien und Europa gewinnen wir neue Aufträge, weil sich die dortige Philosophie nicht auf Gebäude beschränkt. In Manchester sowie in London, für das im Lower Lea Valley gelegene Areal der olympischen Spiele 2012, wählten die Auftraggeber EDAW deshalb unter Mitbewerbern wie Richard Rogers, Richard Meier, Norman Foster und Nicholas Grimshaw aus, weil sie die Stadt, die Landschaft sowie den öffentlichen Raum gestaltet sehen wollten – und nicht einfach große schöne Gebäude.

*Regionale Unterschiede.* In Nordamerika ist unsere Arbeit einer aggressiven Wirtschaft, einem extremen Wettbewerbsumfeld sowie einer konservativen politischen und steuerlichen Ethik unterworfen, die es scheut, Risiken einzugehen. In diesem Klima beeinflussen private Bauvorhaben die Entwicklung der landschaftsbezogenen Berufe am stärksten.

Europa dagegen ist extrem dezentralisiert, mit einer Vielzahl von individuellen Kundenkreisen, die zu Zusammenarbeit neigen. So zeigen Länder wie Deutschland trotz eines geringen Wirtschaftswachstums eher die Bereitschaft, mit städtischen Landschaften zu experimentieren. Dezentralisierung bedeutet, dass der Landschaftsarchitekt nicht für einen Staat arbeitet, sondern für eine überschaubare Gruppe von Individuen, die ein starkes Interesse an der resultierenden Qualität für ihren Lebensraum haben.

Asien besteht aus einem Mosaik mit höchst unterschiedlichen Perspektiven. In China brachte die boomende Wirtschaft und der extrem schnelle Fortschritt in Richtung Moderne einige der innovativsten Planungsideen weltweit hervor. China erkannte das wachsende Bedürfnis nach öffentlichen Räumen, die den Gemeinschaftssinn fördern und die Raum bieten für sozialen Austausch. Für die Küstenstadt Jinji Lake etwa haben wir sowohl Räume entworfen, die Versammlungen und Festen Platz bieten, als auch kleinere, die als eine Art »Wohnzimmer für draußen« gedacht sind. Ähnlich ist es in Japan, wo trotz wirtschaftlicher Schwäche und abgeschotteter sozialer Traditionen das Experimentieren mit öffentlichem Raum in unterschiedlichen Maßstäben mehr und mehr zunimmt. Ein Beispiel ist das Viertel Roppongi im Zentrum Tokyos, wo eine ehemalige Militäranlage umgestaltet und neu genutzt wurde.

Australien mit seiner kurzen Geschichte besitzt keine neo-klassischen Traditionen, nur eine begrenzte Anzahl an Fehlentwürfen und ist deshalb häufig die Speerspitze innovativen Designs. Dennoch kann es für einen Außenseiter schwierig sein, diese Trends durchzusetzen. Dieser kleine Kontinent, voll von Großstädten und ländlichen Dörfern, erfordert eine lokale

Europe, on the other hand, is highly decentralized, with a series of individualized constituencies more inclined toward collaboration. The result is that despite anemic growth economies, countries such as Germany are often more willing to experiment with urban landscapes. Decentralization means the landscape architect is not working for a state, but a moderately-sized group of individuals with an intimate stake in the resulting community's quality.

Asia is a mosaic of widely varying prospects. In China, a hyper-economy and fast-track progress toward modernity have recently produced some of the most innovative design ideas anywhere in the world. China is realizing a growing need for public spaces that create a sense of community and provide areas for social interactions. Jinji Lake is a waterfront community where we designed spaces to encourage large gatherings and celebrations, as well as smaller ones that are intended as outdoor "living rooms". Similarly, despite Japan's economic enervation and insular social tradition, experimentation with different scales of public space is becoming more common. An example is Roppongi District in central Tokyo, where a former military site is being regenerated and reused.

Because of its youth as a country, lack of ties to neo-classical design and limited history of design mistakes, Australia is often at the leading edge of innovative design. However, it can be tough to implement these trends as an outsider. This small continent full of big cities and rural villages requires a super-local presence with global sensitivities; EDAW does well because we have that Australian spirit of design modernity and climate and cultural sensitivity.



ihren Kernbereich sowie verwandte Berufsfelder zu erlangen, braucht man Wachstum, basierend auf der Konzentration von Talenten, Auftraggebern und wirtschaftlichen Zugpferden sowie einer soliden Geschäftsstrategie. Talentbereiche innerhalb der Firma neigen dazu, von alleine weiterzuwachsen. Andere talentierte Entwerfer und Planer fühlen sich angezogen: lokale Büros wachsen so organisch.

Wenn wir entscheiden, ob wir in eine neue Region oder Disziplin vordringen, überprüfen wir zunächst aktuelle Kunden- und Wirtschaftstrends in verschiedenen Gebieten und Märkten. Als Teil unserer strategischen Planung definieren wir jedes Jahr unternehmerische Initiativen sowie neue

Auf dem Gelände des ehemaligen Flughafens von Stapleton in Denver im Bundesstaat Colorado soll ein neuer Stadtteil entstehen. EDAW liefert Ideen für die Gestaltung des neuen Parks und zeichnet verantwortlich für das Gesamtkonzept.

The conveyance of Stapleton Airport in Denver, Colorado, has been approved. As a result, a new city district will be developed there. EDAW has provided the design ideas for the park and is responsible for the overall concept.

nurture themselves; other talented designers and planners are attracted to them, and the local practice grows organically.

When deciding whether to move into a new region or discipline, we monitor client and economic trends in various locations and markets. As part of our strategic planning, EDAW defines annual initiatives and emerging markets. By concentrating on these select areas, we are constantly apprised of potential acquisitions offering new geographic presence or new or stronger skills. When courting a potential acquisition, we look first at their culture: how they operate their business and manage their people. The firms we are interested in are not only talented; they also run a strong business. In acquisitions, small is beautiful because we can approach the firm as if we were hiring each individual.

A less common approach to moving into a new market is exemplified in our Miami Beach office. We were hired in Miami because of our comprehensive approach to urban regeneration. The rebirth of South Beach required a combination of streetscapes, urban design and landscape architecture. With the amount of work we were involved in, it was only logical to establish a new office there.

There is more to being a global firm than having offices strewn around the world. International expansion is not about world domination, but rather a response to changing global receptivity toward ways of creating land and community that may not be locally based. EDAW is an international firm, and we seek international recognition of this fact. Rather than having a master framework into which new offices are assimilated, our approach is more about being local and



Bei der Gestaltung des Spielplatzes Pyrmont Point in Sydney ließen sich die Landschaftsarchitekten von EDAW von Schiffsrümpfen und Fischeskeletten inspirieren (links). In Suzhou, China, planten und gestalteten sie die Parks und Freiräume für ein neues Stadtviertel am Jinji-See, unter anderem die Uferpromenade (Seite 83).

For the design of the Pyrmont Point Playground in Sydney, hulls of ships and fish skeletons served as an inspiration to the EDAW landscape architects (left). In Suzhou, China, they planned and designed the parks and green spaces for a new city district on Lake Jinji, including the seaside promenade (page 83).

whole. Landscape architecture can be a first-tier profession, and I am pushing EDAW to be its first-tier player. Reaching this goal demands that we work in a larger playing field. Achieving global presence for the firm and its constituent and related professions requires growth based on talent concentration, client and economic drivers, and sound business strategy. We have found that recognized areas of talent within the firm tend to

gen und Anstrengung zu sein, regelrecht dumm. Schließlich sind die Helmut Jahns, Norman Fosters und Michael Graveses dieser Welt nicht nur großartige Neuerer und Entwerfer – sondern auch sehr reich.

Dieses Modell für die Zukunft der landschaftsbezogenen Berufe ist Kern der Strategie meiner Firma. Durch unsere Arbeit versuchen wir, den Ruf sowohl des Unternehmens als auch der gesamten Landschaftsarchitektur zu verbessern. Landschaftsarchitektur kann eine Profession »ersten Ranges« werden, und EDAW ein wichtiger Player. Um dieses Ziel zu erreichen, müssen wir unser Spielfeld erweitern. Um globale Präsenz für die Firma,



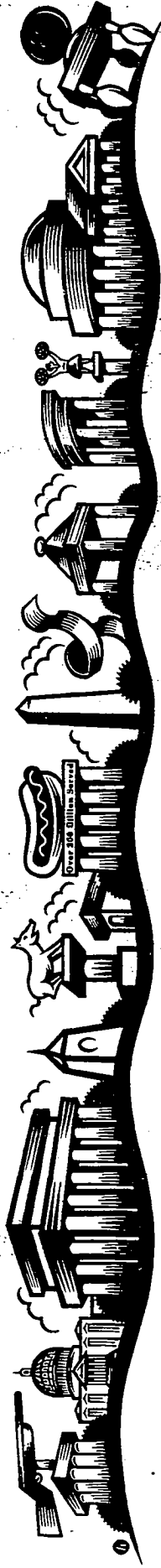
Flugdächer, rutenförmige Leuchtobjekte, Wasserfontänen, eine zentrale Rasenfläche und alte Ladekräne prägen den Royal Victoria Square in den Londoner Docklands (siehe Topos 35).

Linear canopies, rod-shaped lighting objects, water jets, old loading cranes and a central lawn characterize the Royal Victoria Square in the London Docklands (see Topos 35).

In all our locations around the world, EDAW's underlying principle is the push for optimal ideas where urban design, landscape design, planning and ecological science converge. This entails a collegial and collaborative way of thinking and of doing business, one that recognizes the connections among all of the land-based professions, and the opportunity inherent in investing in our collective future.

Präsenz mit Verständnis für das Globale. Wie erfüllen das, weil wir den australischen Sinn für modernes Design sowie die Sensibilität für Klima und Kultur haben.

In allen unseren Niederlassungen gilt als grundlegendes Prinzip, nach den optimalsten Ideen zu suchen, wo Städtebau, Landschaftsarchitektur, Planung und ökologische Wissenschaft zusammenkommen. Das erfordert ein kollegiales und kooperatives Denken und Handeln, eines, das nicht nur die Zusammenhänge aller landschaftsbezogenen Berufe begreift, sondern auch die Chancen, die sich durch die Investition in die Zukunft ergeben.



PETER HOKY—THE WASHINGTON POST

# So Many Causes, So Little Room

## Let's Rethink Memorials—They Needn't Be Just Granite on the Mall

By Joseph E. Brown

**T**WO CENTURIES ago, when Pierre L'Enfant laid out the federal city, he called Jenkins Hill "a ped-estal waiting for a monument." L'Enfant turned it into Capitol Hill, where today the monuments wait for pedestals. Spurred by the phenomenal popularity of the

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brake on legislators, who need no money to allocate a memorial site. With entrepreneurs proposing and congressional patrons disposing, Washington's monumental core is under attack.

One often-voiced concern is that Washington is running out of prime memorial locations, but there is a deeper problem: The two grand plans that have guided the creation of both locations and monuments—L'Enfant's and the McMillan Commission's 1901 plan—badly need rethinking and renewal.

How big is the current commemorative wave? First, there are all the "real" projects—that is, those sensitively designed new monuments that have made it through at least the site-approval process and may soon appear on or near the Mall. They include the Korean War Veterans Memorial (presently the subject of a legal skirmish between advocates of rival versions of the competition-winning design), the Holocaust Museum and Memorial, the National Peace Garden, the Memo-

rial to Black Patriots of the Revolutionary War, the Law Enforcement Officers Memorial, the Women in Military Service Memorial and the National Memorial to Victims of Crime.

Beyond this, nearly a dozen more sites near the Mall are actively on the congressional agenda. And at least 60 more proposals seek legislative sponsorship, including an effort to place a K-9 effigy near the Vietnam memorial.

There have always been more proposals for Washington memorials—many of them quite bizarre—than there have been sites for them, just as there have always been warnings against making the Mall a bronze junkyard. But the current memorial surge differs from past movements. Commemorations of positive, creative movements or individuals—Mary McLeod Bethune, Albert Einstein, even Kahil Ghibran—have become rare. There are no politically active constituencies for

See MONUMENTS, B4, Col. 1

# Many Causes, Little Room

MONUMENTS, FROM BI

such upbeat purposes as a “Hall of American Worthies.” The new proposals seem to focus almost exclusively on victims, casualties and those who consider themselves unjustly ignored. As a result, the process of Washington commemoration is more politicized than ever.

Congress and the entrepreneurs have little to lose in encouraging even the narrowest, most self-interested constituencies to toss their applications in the hopper. Overlooked is the real failing: a lack of policy for creating monuments in the first place; a system with no guiding vision, and thus no purposeful end in sight.

**T**ake, for example, the most recent attempt to stem the city’s confusion, the Commemorative Works Act of 1986. Drafted to develop “clear criteria” for weighing the purpose and placement of new monuments, it has produced nothing of the sort, yielding only one more panel with some restrictive power but no comprehensive point of view, and by the admission of its chairman, it operates with no rules.

In this it joins, somewhat redundantly, two predecessors. The National Capital Planning Commission (NCPC) is a stolid public body that interprets (but has little mandate to draw new) large-scale plans. The august Commission of Fine Arts keeps at bay the worst proposals for actual construction, reviewing everything from buildings to lampposts.

These days both commissions are swamped, their function analogous to the little Dutch boy with his finger in the dike, holding back a tide of molten bronze. Increasingly they are relegated to arguing over design nuances, with little input on even basic site decisions, much less grand plans.

Compared to these, the Commemorative Works Act offers only one notable, and unfortunate, innovation: a focus on new sites in the monumental core. As an attempt to keep the lid on new schemes it has already backfired: It has become a lightning rod for the memorial

entrepreneurs, in effect inviting a lobbying frenzy for the few empty patches remaining on the Mall.

Welcome to what Washington Post architect critic Benjamin Forgey calls Washington’s “inherently reactive” way of planning. To be sure, the membership and staffs of the oversight bodies have included intelligent people of taste, who through their likes and dislikes have influenced the style of recent memorials. If there is no architectural stunner like Lincoln’s memorial, neither are there any pompous lumps on pedestals.

What there is—and this too is part of the present system—is an emphasis on quiet, low-lying designs that make extensive use of landscape features. I contributed to this trend in the early 1970s, in such projects as Constitution Gardens’ Memorial to the Signers of the Declaration of Independence, with its simply etched names and contemplative setting. A few years later, the Vietnam Veterans Memorial made the new style briefly controversial, then popular.

In recent years, though, it has become a predictable standard, not least because it has great potential for a) fitting into already crowded sites, and b) eliminating anything that might trigger the vetoes of the review bodies (or the dislike of potential donors).

The newest schemes, in fact, are lower, greener and friendlier still (the proposed Peace Garden is all green and almost flat), inspiring the term “apologetic design.” Apologetic or politically astute, the style is one more sign of a chronic passivity. In the phrase of Washington historian E.J. Applewhite, “no plan is a kind of plan.”

There is also a lesson in the continuing clash over the Korean War memorial: entrusting a chunk of the Mall to a design competition doesn’t relieve the federal authorities of the responsibility to provide a clear design direction in the first place. When a competition unravels, as this one has, on what basis do we, the people, decide what we want? On the outcome of a court battle? On the sagacity of (as has been proposed) a Fine Arts Commission-NCPC merger, formed ad hoc to deal with this question?

McMillan Plan projected—and realistically illustrated—a regional park system, new rail and highway gateways to the city, an imaginative collaboration with the Army Corps of Engineers to restructure the Mall and the Potomac waterfront and a citywide plan for new development.

Locations for new monuments were part of a sweeping overview. Having created the 1893 Chicago World’s Fair on bare lakefront, the principal McMillan team members readily imagined a larger monumental framework for Washington and in the years after World War I molded the Lincoln site out of nothing more than landfill and their own self-confidence. “So long as I live I’ll never let a memorial to Abraham Lincoln be erected in that God-damned swamp,” fumed Speaker of the House Joe Cannon. But Congress’s debates over alternate sites eventually led back to the original recommendation and the present memorial. Cannon later said it was a fight he was glad he lost.

The 90-year-old McMillan version of L’Enfant, overlaid with hundreds of area plans, guidelines, policy statements and wish lists, is the nearly unreadable roadmap guiding monumental Washington into the 21st century. There have been excellent planning efforts in the interim—the Mall additions circa 1976, for example. But these have either been limited to designs for specific avenues or districts, or else have offered very general criteria.

Today’s stalled economy offers a pause for reflection on the city’s future. And there is a symbolic window of opportunity in D.C.’s bicentennials, from the anniversary of L’Enfant’s 1791 plan this year, to the observance in 2000 of the federal government’s relocation from Philadelphia to the District. It’s a good time for a fresh vision.

The Korean War memorial’s troubles have already suggested to some the need for a temporary merging of the agencies that regulate monumental Washington. Frustrated, but filled with capable people, these agencies should consider a broader and more permanent merger as the staff for a new Senate commission with strong executive branch support.

Any such commission’s public sector members should include representation from the Commission of Fine Arts, the NCPC, the Architect of the Capitol and the Memorial Commission, who would also represent the Park Service. Its private sector members should be,

as in McMillan’s day, simply the best design and planning talent in the United States.

A new commission might also include a council of supporters representing private industry and development in the tradition of the Pennsylvania Railroad’s Andrew Cassatt (Union Station), Andrew Mellon (the National Gallery) and Lee Iacocca (the Statue of Liberty).

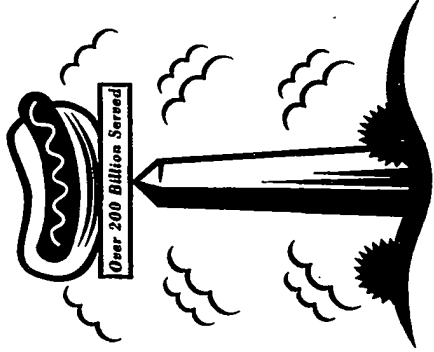
The McMillan team led to a permanent advisory group. So the needed new commission, after publishing its initial vision, should place its merged supercommission in a secure, non-political position from which to implement it.

**I**n any event, we should start by facing the inescapable fact that areas on or near the Mall can no longer accommodate the demand for new memorials. The 1901 planners extended the Mall to make new monument sites. But they also encouraged Washingtonians to treat the whole city as a work of civic art. They imagined, as L’Enfant had, noble avenues, squares, parks and gateways, giving every neighborhood a share in celebrating the nation.

There remain opportunities for both kinds of memorials. Among off-the-Mall suggestions already in the spotlight: a renewed New York Avenue automobile “gateway” to the city; a rebuilt Woodrow Wilson Bridge; revitalized traditional corridors like U Street NW. Anacostia’s heights and waterfront suggest views no less memorable than Arlington National Cemetery’s. Other ideas hearken back to McMillan’s time, such as connecting the Civil War forts and parkland that ring the city with a continuous greenway and bike trail.

Today’s dilemma is not that our monumental ambitions are too big, but that our vision of a monumental city has shriveled. As Washingtonians confront the city’s third century, we need to think again in terms of the whole city. L’Enfant had only a few precious pieces of velvet, the McMillan artist Jules Guerin an easel and watercolors. What can’t we show with computer graphics and photo imaging?

Fortunately, there are still those who seek to erect memorials not just to fix their own ideals in stone, but to contribute something lasting to this city. By the time private investment rebounds, and before the next wave of monumental proposals, let’s be ready with a worthy public vision.



We don’t need more refinements in case-by-case judgment. As regulators, the commissioners already do their job. Where today’s system stumbles is in determining how each new project will relate to the others, and to its predecessors. Having evidently dumped the old principle of “50 years shall have passed” before a person or event is commemorated in stone, we lack assurance that our memorials will remain apolitical, much less timeless signs of our common memory placed with reverence in our monumental city.

L’Enfant’s contemporaries had few monuments to approve or reject. But they did have a noble diagram of sites, vistas and “magnificent distances” clear in their minds.

In 1901, when expedient growth had multiplied this framework, a second group of lawmakers and planners came together to rescue and expand it. The Senate Park Commission under Sen. James McMillan (R-Mich.), with the subsequent enthusiastic support of President Theodore Roosevelt, assembled the country’s most acclaimed landscape architects, planners and artists and charged them with adapting L’Enfant’s serene monumental relationships to 20th-century needs.

Their approach was as comprehensive for its time as L’Enfant’s had been in his. The